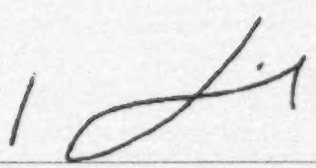
Status of Women Canada

2012-13

Departmental Performance Report



The Honourable Dr. K. Kellie Leitch, P.C., O. Ont., M.P.
Minister of Labour and Minister of Status of Women

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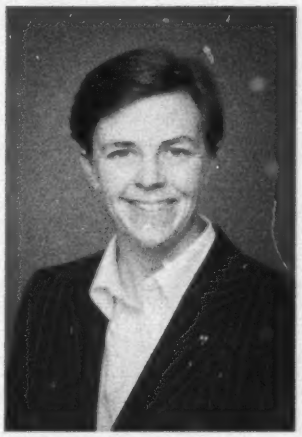
Minister's Message



I am pleased to present the 2012-2013 Departmental Performance Report by Status of Women Canada, highlighting the priorities implemented, results achieved and investments made to help advance equality between women and men. As in previous years, the agency focused its efforts on three key areas: improving women's and girls' economic security and prosperity, ending violence against women and girls and supporting the advancement and increased representation of women and girls in leadership and decision-making roles.

The Government of Canada remains committed to building a society where women and men are equal participants in all aspects of life. Indeed, we have taken concrete action to demonstrate this commitment. Through Status of Women Canada, the Government's support for community-based projects has nearly doubled since 2006-2007. The Economic Action Plan 2012 created the Advisory Council to Promote Women on Corporate Boards. In last fiscal year alone, we invested almost $19 million to support over 300 active projects across the country to promote women's participation in Canadian society.

Violence against women and girls impacts on individuals and families, strains our institutions and is an enormous drain to our economy. Together, we must commit to ending it in our homes, on our streets, in our schools and our society. In 2012-2013, Status of Women Canada continued to pay particular attention to this issue, providing financial and professional support for community-based projects designed to end gender-based violence. The response to the agency's calls for proposals was overwhelmingly positive, with many organizations taking innovative approaches to engaging community partners in carrying out their projects. As well, the agency engaged federal partners, collaborated with federal/provincial/territorial bodies and inspired Canadians to be part of the efforts to end the problem.

The Government of Canada is set to remove barriers that impede women's participation in and contribution to Canada's prosperity. As such, Status of Women Canada engaged with business leaders across the country to facilitate the creation of an Advisory Council which will help our Government to explore and propose ways to increase women's representation on corporate boards.

In 2012-2013, Status of Women Canada was instrumental in promoting Canada's call at the U.N. to proclaim the *International Day of the Girl*. A worldwide celebration, the day was used to promote girls as powerful agents of change in their families, their communities and their nations and to highlight the challenges facing them in fulfilling their potential.

Status of Women Canada, through the Departmental Action Plan on Gender-based Analysis (GBA), supported federal organizations to build capacity to develop, implement and deliver policies, programs and services that respond to the needs of diverse women and men.

As we make steady progress, I am pleased to report that Status of Women Canada continues to play a vital role in advancing equality between women and men in Canada.

The Honourable Dr. K. Kellie Leitch, P.C., O. Ont., M.P.
Minister of Labour and Minister of Status of Women

Section I: Organizational Overview

1.1 Raison d'être

The Office of the Coordinator, Status of Women, known as Status of Women Canada (SWC), is a federal government agency that promotes equality between women and men in all aspects of Canadian life. The mandate of SWC is "to coordinate policy with respect to the status of women and administer related programs" (1976).

SWC works to advance equality for women, focusing its efforts in three priority areas: increasing women's economic security and prosperity; ending violence against women and girls; and encouraging women's leadership and decision-making roles.

SWC is responsible for exercising leadership and working in partnership to advance equality and increase women's participation in the economic, social and democratic life of Canada and in supporting Canada's efforts to meet international obligations. As well, the agency provides expert advice on how to take gender equality into account in developing the best policies and programs for all Canadians; promotes commemorative dates relating to women in Canada; and supports action and innovation that will lead to equality in communities across Canada.

1.2 Responsibilities

SWC is the federal agency responsible for supporting the government's agenda to advance equality for women and girls. In fulfilling its mandate, the agency works with a wide range of organizations, building synergies with key stakeholders, collaborating with different levels of government and engaging the private and voluntary sectors.

The issues affecting women and girls permeate society and make the environment in which SWC functions a complex one. To bring about tangible results and enduring benefits for Canadians, the agency carries out its mandate strategically, working in partnerships and focusing its efforts where there is a clear potential for making a difference in the lives of women and girls. SWC ensures its policy interventions and program investments are aligned with Government of Canada priorities. Within the priority areas, the agency addresses issues specific to diverse groups, such as Aboriginal, immigrant and rural women and girls.

In its policy function, SWC plays the role of a knowledge broker and facilitator, offering advice and strategic support, conducting policy analysis, providing input and making strategic interventions at both domestic and international levels.

SWC leads in building capacity for Gender-based Analysis Plus (GBA+), a method for examining the intersection of sex and gender with other identity factors. When applied to government work, GBA+ can aid in understanding how diverse groups of Canadians – women

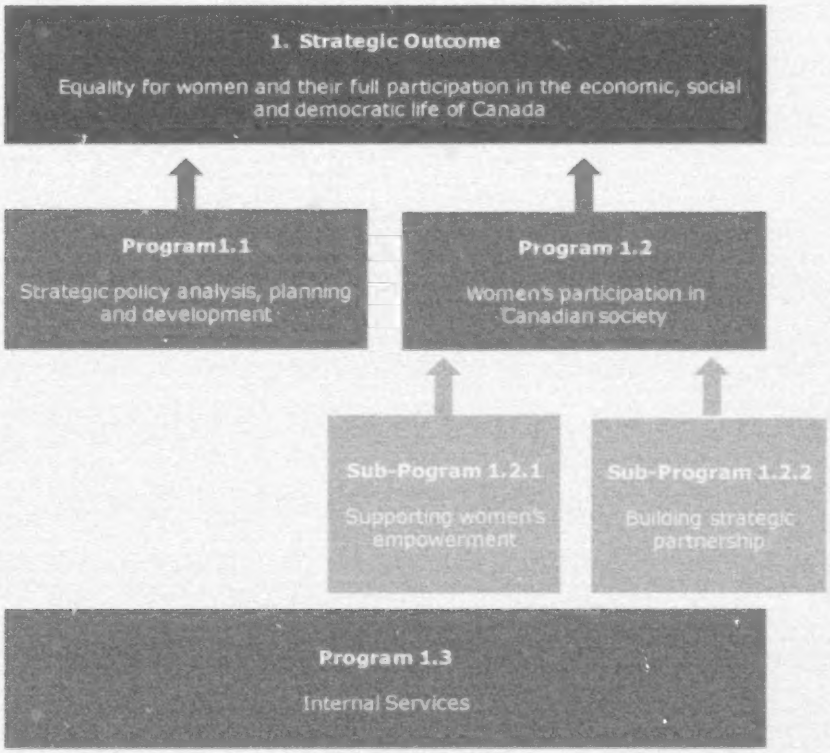
and men, girls and boys – experience public policy. SWC works in collaboration with key stakeholders to facilitate the integration of gender considerations in the development of policies and programs.

Through the Women's Program, SWC provides financial and professional assistance to Canadian organizations' projects that advance equality and the full participation of women and girls.

Through a series of commemorative dates, SWC promotes awareness of women's and girls' invaluable contributions as well as encourages Canadians to take action to advance equality between women and men.

SWC's points of service are located in Montréal (serving Quebec), Moncton (serving New Brunswick, Prince Edward Island, Nova Scotia and Newfoundland and Labrador), and Edmonton (serving Alberta, Manitoba, Saskatchewan, British Columbia, Northwest Territories and Yukon). The National Office, serving the Nunavut and Ontario regions, are located within the headquarters in the National Capital Region. (http://www.swc-cfc.gc.ca/)

1.3 Strategic Outcome and Program Alignment Architecture (2012-2013)[1]


1. Strategic Outcome
Equality for women and their full participation in the economic, social and democratic life of Canada
Program 1.1
Strategic policy analysis, planning and development
Program 1.2
Women's participation in Canadian society
Sub-Program 1.2.1
Supporting women's empowerment
Sub-Program 1.2.2
Building strategic partnership
Program 1.3
Internal Services

[1] The discrepancy in nomenclature between 2012-13 RPP and 2012-13 DPR is explained by the updates made to the Management, Resources and Results Structure (MRRS) nomenclature through the 2013-14 amendment process.

1.4 Organizational Priorities

Priority	Type	Strategic Outcome, Programs
Addressing Violence Against Women and Girls	• Ongoing	Equality for women and their full participation in the economic, social and democratic life of Canada (Programs 1.1 and 1.2)

Summary of Progress

- In 2012-13, SWC met this priority by launching a new website that provides information about the issue of violence against women and girls as well as recent actions by the Government of Canada to address and prevent it.
- In partnership with Statistics Canada and the Federal/Provincial/Territorial (FPT) Forum of Ministers Responsible for the Status of Women, SWC supported the release of *Measuring violence against women: Statistical trends*. This report provides information on key indicators, including the prevalence of violence against women in Canada, risk factors and economic and other impacts.
- SWC supported 38 new community-based projects with financial and professional assistance to address diverse issues relating to gender-based violence. A call for proposals was launched soliciting applications for projects that address gender-based violence in Canada, with four themes: high-risk neighbourhoods, engaging men and boys, addressing violence against women and girls committed in the name of "honour"; and the trafficking of women and girls. Projects under the trafficking of women and girls theme are piloting a local safety audit guide developed by Public Safety Canada.
- SWC established a partnership with Justice Canada to jointly fund a three-year project addressing the issue of violence against Aboriginal women and girls.

Priority	Type	Strategic Outcome, Programs
Empowering Girls	• Previously committed	Equality for women and their full participation in the economic, social and democratic life of Canada (Programs 1.1 and 1.2)

Summary of Progress

- On October 11, 2012, SWC marked the inaugural International Day of the Girl, using the occasion to raise awareness about girls' potential and girls' rights. The occasion was used to build partnerships across government to explore ways to address challenges facing girls and young women.
- SWC supported 37 new community-based, girl-led projects with financial and professional assistance to empower young women and girls. A call for proposals was launched, soliciting applications for projects that support their advancement in two priority areas: leadership and decision-making roles and economic security and prosperity. This call for proposals provided the opportunity to enhance awareness of girl-specific issues and brought attention to the situation of girls in communities across the country.

Priority	Type	Strategic Outcome, Programs
Increasing Representation of Women in Leadership Roles	• Ongoing	Equality for women and their full participation in the economic, social and democratic life of Canada (Programs 1.1 and 1.2)

Summary of Progress

- In 2012-13, SWC collaborated with partners at the federal, provincial and territorial levels to increase awareness of the need to increase women's representation in leadership roles. With its provincial and territorial counterparts, SWC organized a "Women on Boards" Knowledge Exchange where leading experts shared knowledge and insight on ways to address challenges, create opportunities and harness the potential that women on boards represents for business and the economy.
- In support of the Economic Action Plan 2012 commitment, SWC supported the Minister for Status of Women in creating an Advisory Council of leaders from the private and public sectors to promote women's participation on corporate boards.
- A targeted call for proposals was launched to increase the recruitment, retention and advancement of women in technology sectors. The approved projects will encourage the advancement of women in technical occupations within the sector.

Priority	Type	Strategic Outcome, Programs
Strengthening the Implementation of Gender-Based Analysis in the Federal Administration	• Ongoing	Equality for women and their full participation in the economic, social and democratic life of Canada (Program 1.1)

Summary of Progress

- In 2012-13, the Departmental Action Plan on Gender-Based Analysis entered its third phase, providing support to 10 additional federal organizations, participating in ongoing efforts to build capacity to integrate gender considerations in policy development, program implementation and service delivery.
- *GBA+ Online Training*: Over 500 people, 80% from the federal public service, were trained in GBA+, while access to GBA+ tools and resources was increased across the federal public sector.
- *GBA+ Events*: The first "GBA+ Awareness Week" (May 28-June 1, 2012) was launched by the Clerk of the Privy Council and the Head of SWC to feature government-wide communication and learning events to promote training, tools and networks relating to GBA+.
- *GBA+ Collaboration:* To further promote the use of GBA+, SWC continued to expand its partnerships with new sectors (e.g. the Royal Canadian Mounted Police and Canadian Police College) and functional communities (e.g. regulatory, evaluation and program sectors).

Priority	Type	Strategic Outcome, programs
Modernizing Programs and Services for Canadians	• New	Equality for women and their full participation in the economic, social and democratic life of Canada (Program 1.2)

Summary of Progress

- In 2012-13, SWC strengthened the management and accountability of the Women's Program by streamlining its administration with more efficient and structured strategies and improved management tools.
- In 2012-13, the first phase of an automated Grants and Contributions system was implemented.
- SWC developed a knowledge management and dissemination strategy to strengthen its organizational capacity to share knowledge in 2012-13.

1.5 Risk Analysis

As indicated in the 2012-13 Report on Plans and Priorities, achieving equality between women and men is a shared responsibility. As such, SWC's outcomes are highly interdependent on the actions of others. The agency, therefore, has established response strategies that include playing a horizontal role, informing and engaging citizens, building synergies, facilitating networks, promoting partnerships and collaborating with different levels of government as well as private and voluntary sector organizations and managing diverse expectations.

Risk	Risk Response Strategy	Link to Program Alignment Architecture	Link to Organizational Priorities
SWC's outcomes are highly interdependent on the actions of other stakeholders.	• *SWC Messaging*: The focus of SWC's communication strategy is to build an informed society where citizens are aware that they have a shared responsibility to advance gender equality. • *Strategic Investment of Resources*: SWC employs targeted approaches to maximise the impact. • *Community Action and Engagement*: SWC programming is focused on engaging communities through initiatives that facilitate collaboration, networking and partnerships to achieve concrete results that help advance gender equality. • *Knowledge Sharing:* SWC focuses on strategies that complement and leverage collaborative efforts, based on the recognition among key players of their shared responsibility to advance gender equality in their respective spheres of influence.	Equality for women and their full participation in the economic, social and democratic life of Canada	N/A

Risk	Risk Response Strategy	Link to Program Alignment Architecture	Link to Organizational Priorities
Given its broad mandate and the range of demand for its program and policy interventions, SWC may be perceived as not meeting/responding to stakeholder expectations.	• *Area of Focus*: SWC has identified three areas where its interventions are most relevant and aligned with government priorities in an effort to bring about results that help advance gender equality. (Improving women's and girls' economic security and prosperity, ending violence against women and girls, and supporting the advancement and increased representation of women and girls in leadership and decision-making roles). • *Outreach Strategy:* Outreach efforts are designed to communicate SWC's strategic direction, including its focus, current priorities and program guidelines. • *Decision-Making Processes*: To manage the high demand for its services and interventions, SWC has instituted processes and practices to maximize the efficiency of its programming, policy and communication levers. • SWC invests significant effort in building synergies and leveraging partnerships to maintain and enhance its reputation as a relevant, effective and efficient organization.	Equality for women and their full participation in the economic, social and democratic life of Canada	N/A

1.6 Summary of Performance

Financial Resources – Total Departmental ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (available for use) 2012–13	Actual Spending (authorities used) 2012–13	Difference (Planned vs. Actual Spending)
29.4*	29.4	30.6	29.7	(0.3)

Human Resources (Full-Time Equivalents — FTEs)

Planned 2012–13	Actual 2012–13	Difference 2012–13
94	94	-

*The total Budgetary Expenditures (Main Estimates) for 2012-13 includes a total of $18.950 million of program funding (Grants and Contributions).

Performance Summary Table for Strategic Outcome and Programs ($ millions)

Strategic Outcome 1: Equality for women and their full participation in the economic, social and democratic life of Canada

Program	Total Budgetary Expenditures (Main Estimates 2012–13)	Planned Spending			Total Authorities (available for use) 2012–13	Actual Spending (authorities used)			Alignment to Government of Canada Outcomes
		2012–13	2013–14	2014–15		2012–13	2011–12	2010–11	
Strategic policy analysis, planning and development	1.8	1.8	2.1	2.2	1.9	2.1	2.0	2.0	**Government Affairs:** A transparent, accountable, and responsive federal government http://www.tbs-sct.gc.ca/ppg-cpr/descript-eng.aspx#bm04
Women's participation in Canadian society	24.2	24.2	24.3	24.3	24.4	22.5*	21.6	22.7	**Economic Affairs:** Income security and employment for Canadians http://www.tbs-sct.gc.ca/ppg-cpr/descript-eng.aspx#bm01
Strategic Outcome 1 Sub-Total	**26.0**	**26.0**	**26.4**	**26.5**	**26.3**	**24.6**	**23.6**	**24.7**	

*Amount does not include expenditures reported under Internal Services

Performance Summary Table for Internal Services ($ millions)

Program	Total Budgetary Expenditures (Main Estimates 2012–13)	Planned Spending 2012–13	Planned Spending 2013–14	Planned Spending 2014–15	Total Authorities (available for use) 2012–13	Actual Spending (authorities used) 2012–13	Actual Spending (authorities used) 2011–12	Actual Spending (authorities used) 2010–11
Internal Services	3.4	3.4	3.2	3.2	4.3	5.1	5.8	5.5
Sub-Total	3.4	3.4	3.2	3.2	4.3	5.1	5.8	5.5

Total Performance Summary Table ($ millions)

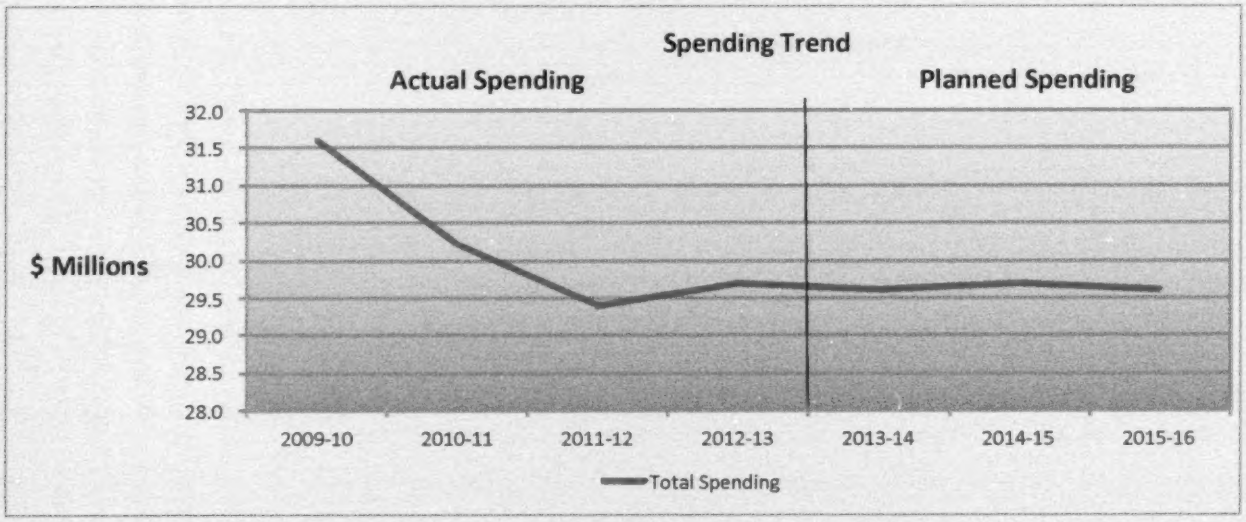
Strategic Outcome and Internal Services	Total Budgetary Expenditures (Main Estimates 2012–13)	Planned Spending 2012–13	Planned Spending 2013–14	Planned Spending 2014–15	Total Authorities (available for use) 2012–13	Actual Spending (authorities used) 2012–13	Actual Spending (authorities used) 2011–12	Actual Spending (authorities used) 2010–11
	29.4	29.4	29.6	29.7	30.6	29.7	29.4	30.2
Total	29.4	29.4	29.6	29.7	30.6	29.7	29.4	30.2

In 2012-13, the Total Authorities allocated to SWC by Parliament were $30.6 million. Of this amount, $29.4 million was received through the Main Estimates and $1.2 million was received through Supplementary Estimates. SWC received funds from the Advertising Fund, a transfer from the Department of Justice Canada to partner in funding a contribution project and various transfers from Treasury Board Secretariat Central Votes for the carry-forward of the previous operating budget and the reimbursement for eligible pay list expenditures related to severance pay and parental benefits.

SWC's Actual Spending in 2012-13 was $29.7 million, $0.9 million less than the Total Authorities. This amount includes savings in the Minister's budget and departmental operational savings to maximize SWC's carry-forward in order to assist with next year's budget shortages.

1.7 Expenditure Profile

Departmental Spending Trend



In 2012–13, SWC spent a total of $29.7 million, of which $18.95 million in grants and contributions, to carry out its programs, achieve expected results and advance its strategic outcome.

Actual spending from 2009–10 to 2011–12 includes all Parliamentary appropriations: Main Estimates, Supplementary Estimates and transfers from Treasury Board, including the operating budget carry-forward adjustment.

Actual spending was at its highest in 2009-10 due to re-profiled transfer payment funding from 2008-09. Actual spending was also higher in 2010-11 in comparison to 2011-12 due to obligations pursuant to renegotiated collective agreements. Actual spending levelled off in 2011-12 and 2012-13. Planned spending for 2013-14 to 2015-16 remains comparable to 2012-13.

Through Status of Women Canada, the government's support for community-based projects has nearly doubled since 2006-2007.

1.8 Estimates by Vote

For information on SWC's organizational Votes and/or statutory expenditures, please see the Public Accounts of Canada 2013 (Volume II). An electronic version of the Public Accounts 2013 is available on the Public Works and Government Services Canada website[i]

1.9 Strategic Environmental Assessment

In 2012–13, SWC considered the environmental effects of initiatives subject to *The Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*. As SWC did not develop an initiative for which an environmental assessment was required, no related public statements needed to be produced. For details, visit the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals.*[ii]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: Equality for women and their full participation in the economic, social and democratic life of Canada		
Performance Indicators	**Targets**	**Actual Results**
Representation of women in senior decision-making positions in public and private sectors	1% increase per year	Note: In 2012-13, SWC took measures to update its Management of Resources and Results Structure, including its strategic outcome and Program Alignment Architecture, which will come into effect in 2013-14. These amendments are designed to streamline the agency's performance, defining its sphere of influence with concrete and measurable results that can be used to assess progress toward its strategic outcome.
Representation of women in the labour market, including access to support programs and services for entrepreneurship	1% increase per year	
Participation of women in political processes/systems at the local, provincial and federal levels	1% increase per year	

In 2012-13, progress toward SWC's strategic outcome was assessed through the results achieved in key areas, such as; increased awareness and enhanced capacity, engagement by women and men in efforts to promote gender equality, women's participation in their communities, networks and partnerships created through SWC interventions, collaboration among key players to address a range of issues pertaining to gender equality.

2.1 Programs and Sub-Programs

2.1.1 Strategic Policy Analysis, Planning and Development

Program Description

SWC provides strategic policy analysis, advice and tools to support federal departments and central agencies in identification of policy priorities and in integrating Gender-based Analysis in existing and proposed policies, programs and initiatives. This is done through collaboration with other federal departments, provincial-territorial governments, civil society and key international partners.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (available for use) 2012–13	Actual Spending (authorities used) 2012–13	Difference 2012–13
1.8	1.8	1.9	2.1	(0.3)

Human Resources – Full-Time Equivalents (FTEs)

Planned 2012–13	Actual 2012–13	Difference 2012–13
17	18	(1)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
• Increased policy effectiveness in addressing women's issues and advancing gender equality	Number of departments that respond to women's issues effectively through policy/program formulation and implementation	3-5 departments per year	Over 30 federal organizations benefitted from SWC training, advice and support which sought to ensure the incorporation of gender considerations in programs, policies and other initiatives. This is in addition to SWC-led work to build awareness and disseminate information to advance gender equality. Ten additional departments participated in the Departmental Action Plan on GBA. Over 500 people, 80% from the public service, have completed the online training in GBA+, with a satisfaction rate of over 90%.
• Sustainable capacity of federal government departments to apply GBA	Percentage of other government departments with increased capacity to incorporate GBA+ into their policy and program activities	3-5 departments per year	
• Increased integration of women's issues in the formulation of policies and programs	Number of new and improved policies and programs that respond to women's issues	3-5 policies per year	

Performance Analysis and Lessons Learned

In 2012-13, SWC focused its efforts on building synergies, leveraging partnerships and ensuring progress toward gender equality. As highlighted below, there is evidence of positive results in key areas, advancing toward the strategic outcome.

Addressing violence against women and girls: As a knowledge broker, SWC continued to equip key stakeholders with information, tools and strategies by:

- launching a website showcasing practical resources and tips to address violence against women and girls, and an online advertising campaign, "*Do Something*", designed to educate Canadians on how they can help end gender-based violence;

- supporting the release of *Measuring violence against women: Statistical trends*, which was published in collaboration with the Federal-Provincial-Territorial (FPT) Forum of Ministers Responsible for the Status of Women. This updated resource informs Canadians about the prevalence, scope and economic impact of violence against women and girls; and

- leading Canada's delegation to the 57th Session of the United Nations Commission on the Status of Women, which focused on eliminating violence against women and girls. The Canadian delegation played an active role in ensuring the adoption of agreed-upon conclusions. SWC also facilitated discussions among nations on the importance of engaging men and boys in violence prevention, the unique risk factors and responses to violence in the name of so-called "honour" and the critical role of the health sector in responding to violence.

Increasing women's representation in leadership roles: SWC raised awareness about the benefits of, and strategies to, increase the representation of women on boards. In partnership with the FPT Forum, SWC co-hosted a "Women on Boards" knowledge exchange featuring leading experts on the subject. SWC also supported the creation of an Advisory Council of leaders from the private and public sectors to promote the participation of women on corporate boards in line with the Economic Action Plan 2012 commitment.

Empowering Girls: On October 11, 2012, SWC marked the inaugural *International Day of the Girl*, using the date as a catalyst to build partnerships, raise awareness about girls' potential and explore ways to address the challenges facing them. With SWC's support, Girls Action Foundation produced the report, *Beyond Appearances: Brief on the Main Issues Facing Girls in Canada*.

Strengthening implementation of GBA+: SWC continued to lead the promotion of Gender-based Analysis Plus (GBA+), supporting over 30 federal departments and agencies during the reporting year.

Through the Departmental Action Plan on GBA, SWC worked with 10 federal organizations in the public safety and science fields, promoting the integration of this practice across the federal administration. With the training of over 500 people, mostly from the public service, who completed the first interactive online GBA+ course, there is evidence of enhanced capacity across the federal public sector. The course has also generated substantial cost savings for the federal government. The launch of the government-wide GBA+ Awareness Week featured

learning events as well as communication activities to increase visibility of GBA+ across federal departments and agencies.

2.1.2 Women's Participation in Canadian Society

Program Description

Women's Participation in Canadian Society is delivered through the Women's Program. It strengthens women's full participation by addressing their economic and social situations and their participation in democratic life through financial and professional assistance for community-based projects and through strategic partnerships that leverage resources involving public institutions and non-governmental organizations.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (available for use) 2012–13	Actual Spending (authorities used) 2012–13	Difference 2012–13
24.2	24.2	24.4	22.5	1.7

Human Resources (FTEs)

Planned 2012–13	Actual 2012–13	Difference 2012–13
32	35	(3)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Increased participation of women in their communities	Proportion of funded projects that demonstrate level of women's participation in their communities	10% of projects	80% of the projects contributed to increased participation of women in their communities *

*Since the establishment of this target, there has been a significant program refocus to increase the impact of projects at the community level. This explains why the vast majority of program projects (80%) fall into this category. The remainder of the projects would have a focus on capacity-building, network development, sector-specific strategies, etc.

Performance Analysis and Lessons Learned

In 2012-13, SWC worked to help create conditions for success for women in Canada by investing strategically, facilitating networks, and supporting partnerships. The agency provided a total of $18,801,754 to support 315 active projects at the local, regional and national levels to address barriers to women's full participation in Canadian society. There is evidence that these investments make a real difference in the lives of women and girls in Canada. Strategies are yielding concrete results in leveraging partnerships and funding from partners, raising awareness, and increasing and strengthening women's participation in their communities. SWC facilitated networking among organizations; developed partnerships with federal partners to address horizontal issues impacting women and girls; shared knowledge; and assisted organizations to gain access to expertise, resources and tools.

Addressing violence against women and girls: SWC launched a call for proposals as a response to a Speech from the Throne commitment to "address the problem of violence against women and girls" as well as to align with the theme for the 2013 session of the United Nations Commission on the Status of Women. The call solicited applications for projects to address gender-based violence in Canada under four themes: high-risk neighbourhoods, engaging men and boys, addressing violence against women and girls in the name of so-called "honour"; and the trafficking of women and girls. Of note, the projects under the trafficking theme are piloting a local safety audit guide developed by Public Safety Canada.

Empowering girls: As part of Canada's celebration of the first International Day of the Girl in 2012, a call for proposals was launched to enhance awareness and understanding of girl-specific issues, and bring attention to the situation of girls in communities across Canada. The call solicited applications for projects that promoted equality for girls and young women in two priority areas: leadership and decision-making roles, and economic security and prosperity.

Increasing representation of women in leadership roles: In alignment with the Government of Canada's Economic Action Plan and Budget 2012, SWC launched its first "by invitation" call to increase the recruitment, retention, and advancement of women in leadership positions in the technology sectors. Working with the Information Communications and Technology Council, SWC developed a new model approach. The Council will work with the funded projects as a facilitator within the sector through: collaboration, dissemination of promising practices, sustainability of outcomes, and sector-level reform.

Modernizing programs and services for Canadians: SWC improved the management and strengthened accountability of the Program through streamlining its administration with more efficient and structured management strategies.

2.1.3 Internal Services

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference 2012–13
3.4	5.1	(1.7)

Human Resources (FTEs)

Planned 2012–13	Actual 2012–13	Difference 2012–13
45	41	4

Performance Analysis and Lessons Learned

In 2012-13, SWC addressed recommendations from the Core Control Audit performed by the Office of the Comptroller General (OCG) in 2011-2012. This included the implementation of new procedures along with training and the creation and distribution of various tools in the areas of finance and procurement. This has allowed SWC to improve its capacity to meet various Treasury Board policy requirements.

Also in 2012-13, SWC implemented a new agency-wide electronic document management system along with training and the development and distribution of *Employee Guidelines for Electronic Document Information Management* in line with government direction and requirements.

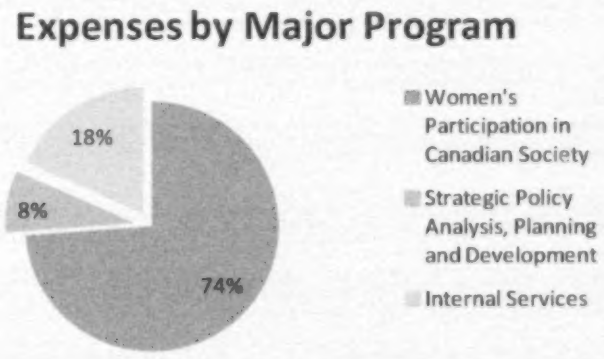
Section III: Supplementary Information

3.1 Financial Statements Highlights

Condensed Statement of Operations and Departmental Net Financial Position

Status of Women Canada Condensed Statement of Operations and Departmental Net Financial Position (Unaudited) For the Year Ended March 31, 2013 ($ millions)	2012–13 Planned Results	2012–13 Actual	2011–12 Actual	$ Change (2012–13 Planned vs. Actual)	$ Change (2012–13 Actual vs. 2011–12 Actual)
Total expenses	30.8	31.1	30.2	(0.3)	0.9
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	30.8	31.1	30.2	(0.3)	0.9
Departmental net financial position	(1.1)	(1.0)	(1.2)	(0.1)	0.2

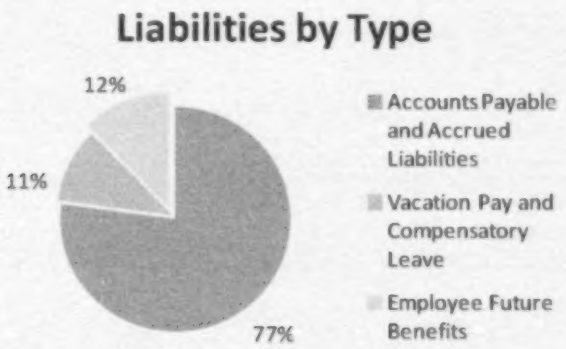
Total expenses for the 2012–13 year amounted to $31.1 million, an increase of $0.9 million (3%) over the previous year's total expenses of $30.2 million. The increase in total expenses is mostly attributed to additional program funding for projects across the country.



Condensed Statement of Financial Position

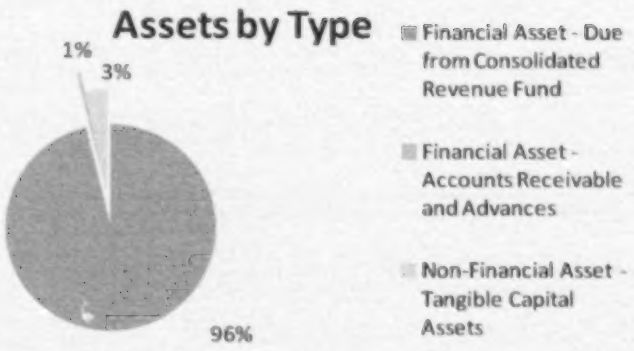
Status of Women Canada Condensed Statement of Financial Position (Unaudited) As at March 31, 2013 ($ millions)	2012–13	2011–12	$ Change
Total net liabilities	3.7	5.9	(2.2)
Total net financial assets	2.6	4.5	(1.9)
Departmental net debt	1.1	1.4	(0.3)
Total non-financial assets	0.1	0.2	(0.1)
Departmental net financial position	(1.0)	(1.2)	0.2

The decrease of $2.2 million in total net liabilities was mostly attributable to a decrease in accounts payable, more specifically a decrease in outstanding transfer payments at year-end.



The decrease of $1.9 million in total net financial assets was mostly attributable to a decrease in the amount due from the Consolidated Revenue Fund. This is also attributable to a decrease in outstanding transfer payments at year-end.

The decrease of $0.1 million in total non-financial assets was due to the decreased net value of tangible capital assets.



The net financial position shows a negative balance of $1.0 million. This amount represents estimated liabilities such as employee severance benefits and accumulated vacation leave, for which funding will be made available from the Consolidated Revenue Fund at a later date

3.2 Financial Statements

For financial statements, please visit SWC's website.[iii]

3.3 Supplementary Information Tables

All electronic supplementary information tables listed in the 2012–13 Departmental Performance Report can be found on SWC's website.[iv]

- Details on Transfer Payment Programs
- Greening Government Operations
- Response to Parliamentary Committees and External Audits
- User Fees Reporting

3.4 Tax Expenditures and Evaluations Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations* publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.[v]

Section IV: Other Items of Interest

Organizational Contact Information

For SWC publications, please visit www.swc-cfc.gc.ca.

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Endnotes

[i] Public Accounts of Canada 2013, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

[ii] Strategic Environmental Assessment, http://www.ceaa.gc.ca/default.asp?lang=En&n=B3186435-1

[iii] Financial Statements, http://www.swc-cfc.gc.ca/account-resp/pr/fin/index-eng.html

[iv] Supplementary Information Tables, http://www.swc-cfc.gc.ca/account-resp/pr/dpr-rmr/1213/st-ts-eng.html

[v] Tax Expenditures and Evaluations Report, http://www.fin.gc.ca/purl/taxexp-eng.asp